OFFICE OF THE CITY MANAGER

NO. LTC # 021-2011

LETTER TO COMMISSION

TO:

Mayor Matti Herrera Bower and Members of the City Commission

FROM:

Jorge M. Gonzalez, City Manager C

DATE:

January 26, 2011

SUBJECT: Hector D. Castro, Assistant Public Works Director

The purpose of this LTC is to advise you that Hector D. Castro has joined our team effective January 18, 2011 as the Assistant Public Works Director.

Hector joins our team with over 30 years of extensive experience in municipal public works management and utility operations, and a track record of taking on progressively highly responsible and challenging assignments where the need for solid technical knowledge, management experience, and executive leadership is required to effectively and efficiently administer city public works and utility organizations. I have attached a copy of his resume for your information.

In the last ten years. Hector has served in the following executive positions: Director of Public Works, Town of Plymouth, Massachusetts; Utilities Director, City of Sunrise, Florida; and City Engineer, City of Fort Lauderdale, Florida. Hector started his public service career in the City of Fort Lauderdale in 1977 as a Design Engineer later becoming the Assistant Public Works Director and the Assistant Utilities Director, ending his career in 2004 as the City Engineer.

All of these progressive assignments make Hector an accomplished public works executive with proven experience and a record of achievement in the management of city infrastructure programs, which include: planning and engineering, construction programming and management, and utility and public works operations and maintenance.

Hector is a Licensed Professional Engineer in the State of Florida.

Hector's experience will augment the senior manager capacity to assist the public works director in the day to day management of the operations and maintenance functions of the Public Works Department and the provision of the following City public services: water, sewer, stormwater, streets, street lights, sanitation and solid waste, property management, engineering, right-of way management, environmental management, transportation management and GIS management. Please join me in welcoming Hector to the Miami Beach team.

If you have any questions or need any additional information, please feel free to contact me.

Attachment:

1. Resume

JGG/FHB

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HECTOR DAVID CASTRO, P.E.

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SUMMARY OF QUALIFICATIONS

A seasoned, accomplished technical executive with proven experience in the management of diverse engineering, construction programs, utility and public works operations/maintenance.

CAREER HISTORY

Town of Plymouth, Massachusetts

Director of Public Works

February 2010 to Present

Manage and direct the day to day operations of the geographically largest town in the Commonwealth of Massachusetts (over 104 square miles). Situated on Plymouth Bay, half way between Boston and Cape Cod, the Town of Plymouth is historically significant. The Department of Public Works is responsible for highway maintenance (over 430 miles of roadways), storm water maintenance, parks maintenance, recreational programming, water and wastewater utilities, waterway maintenance, municipal engineering projects, municipal solid waste management, facility maintenance, fleet maintenance. Annual operating budget of \$15.4 Million. 90 full time employees.

Notable Accomplishments

- > Managed one of the worst flooding incidents recorded in the past century for the region which required the design and construction of coffer dams to control roadway flooding of emergency evacuation routes.
- > Initiated a stalled construction program to completely redevelop an existing bay-side Park (Nelson Park) and construct a new park on 28 acres acquired by the town for the preservation of open green space. Established construction schedules that preserved a State issued \$500,000 grant.
- > Resolved construction issues for one (1) water treatment plant expansion and wastewater lift station rehabilitation.
- > Implemented rate increases in water, wastewater and solid waste enterprise funds to insure solvency and adequate funding for operations and capital expansion.

City of Sunrise, Florida

Utilities Director

June 2006 to January 2010

Executive-level professional management and administration of a multi-jurisdictional public utility providing water and wastewater services to a population in excess of 218,000 within a seventy (70) square mile service area and a natural gas utility with more than 10,000 metered accounts and over 170 miles of natural gas mains.

Responsibilities:

- Direct the planning and operation of a regional water/wastewater utility with an annual operating budget in excess of \$85 million and a 5-year capital improvement budget exceeding \$420 million.
- Direct the planning and operation of natural gas operations with an annual operating budget of approximately \$9 million.
- Manage and supervise a staff of 200 professional, technical, administrative and trade personnel.
- Develop and implement departmental policies and procedures.
- Direct the development of a long-range plan for the utility by establishing a utility master plan and corresponding capital improvement program.
- Develop and implement appropriate business and financing plans to support the long-term stability and operation of the public utility.
- Interface directly with elected officials, regulatory agency officials, and oversight boards, as directed by the City Manager.
- Negotiate and administer multiple professional engineering and maintenance service contracts in support of the department's planning activities and daily operational needs.

Notable Accomplishments

- > Implemented a Financial Management Plan to provide funding for a \$423 Million Utility Capital Improvement Program.
- Successfully managed the water utility during one of the worst droughts in Florida history, without significant loss of revenue.
- Negotiated a 20-year water allocation permit for the utility that will support growth through projected build out.
- Negotiated a design/build contract for the expedited construction of a \$12 million project to augment the City's water distribution system with a new 5 MG water storage tank and 50 MGD capacity high service pump station.
- > Directed the design, construction and permitting of a new 15 MGD water production well field.
- > Initiated a 20-year Utility Master Plan process, including a rate study and capital financing plan.
- > Established a vision and set goals for the Department. Set Departmental priorities of <u>customer service</u>, <u>facility</u> <u>maintenance</u> excellence, <u>employee</u> development, and financial stability for the utility.
- > Appointed to the Technical Advisory Committee of the Broward County Water Supply Advisory Board.
- Elected Chairman of the Southeast Florida Utility Council (April 2008 through March 2009).
- Co-authored Technical Paper presented at the 2008 Water Environment Federation Annual International Conference Chicago, Illinois Membrane Bioreactor Technology Pilot Study for Wastewater Reuse.

Acting Utilities Director

June 2005 to May 2006

Same duties and responsibilities as Utilities Director (see above). Served in an acting capacity for one (1) year prior to promotion to Utilities Director.

Notable Accomplishments

- > Managed the continuous operation of the water and wastewater utility during two (2) major natural storm events that caused significant regional disruption (Hurricane Katrina and Hurricane Wilma) without loss of service to our customers.
- During Hurricane Katrina, a major malfunction at one of three water treatment facilities resulted in the destruction of the plant's standby generator system. Managed the emergency situation without loss of service to our customers.

Assistant Utilities Director

May 2004 to June 2005

Executive level management of a public utility providing multi-jurisdictional water and wastewater services to a population in excess of 215,000 in a service area of approximately seventy (70) square miles. Promoted to Acting Utilities Director in June 2005.

Responsibilities:

- Management and supervision of a staff of 151 full-time employees providing water and wastewater utility services to the public 24-hours per day.
- Annual budgetary responsibility in excess of \$50 million.
- Direct the Operation and Maintenance of regional water treatment facilities (44 MGD capacity), regional wastewater treatment facilities (31 MGD capacity), over 750 miles of water distribution lines, 600 miles of sanitary sewer mains, 215 pump stations.
- Assist the Department Director in the administration of the Utilities Department including budget development, Capital Improvement Program development and implementation, legal and regulatory permitting and compliance, human resource management, customer service and community outreach programs, long range planning and establishing departmental goals and objectives.

Notable Accomplishments

- > Negotiated alternative biosolids disposal options, saving the City in excess of \$500,000 annually,
- Organized and facilitated an in-house budget optimization committee to identify and implement budget reduction options and operational efficiency improvements.
- > Negotiated a design/build contract for an 8,600 SF addition to the Utilities Administration Building and provided construction management oversight during expedited construction. Project was designed and constructed in less than six (6) months.
- Implemented a web-based computerized maintenance management system for asset tracking and management of all utility facilities (Datastream D7i).
- Established a facility maintenance program targeted at improving the overall performance and rating of the City's treatment facilities. Succeeded in upgrading the ratings of the South Broward Utility plants from an initial Health Department rating of 86 to 99 (on a scale to 100) within the first six months on the job.

City Engineer

June 1996 to May 2004

Executive level management of engineering/architectural design and construction projects, traffic/transportation engineering, and Public Works operations and maintenance. Retired May 2004.

Responsibilities:

- Direct the day-to-day operation of over 270 professional, technical and skilled employees:
- Oversee an annual operating budget in excess of \$30 million and an annual capital budget of \$70 million.
- Direct and manage the Engineering Bureau/Public Works Department, including all municipal design and construction projects, Traffic Engineering and Public Works operations. Serve as Engineer of Record on all City engineering/architectural projects and related permits.
- Direct engineering and construction management of improvements to regional water treatment facilities (90 MGD capacity), regional wastewater treatment facilities (43 MGD capacity), over 750 miles of water distribution lines, 337 miles of sanitary sewer mains, 139 pump stations, 126 miles of storm drainage lines.
- Direct solid waste operations providing 40,000 accounts with curbside cart collection service, recycling, yard waste collection service, bulk trash collection service and operation of a residential trash transfer station.
- Direct and manage Public Works functions including facility maintenance of 109 public buildings, 84 miles of navigable waterways, 497 miles of public roads, 13,000 streetlights and one regional airport.
- Responsible for all plat approvals and public records pertaining to engineering functions.
- Chair the Property and Right-of-Way Committee that served to advise the City Manager and elected officials on appropriate uses of City property and rights-of-way.
- Served as the City's expert witness in litigation pertaining to Public Works/Utility Issues.

Notable Accomplishments

- Waterworks 2011 \$500 Million of utility improvements by 2011.
- Neighborhood Capital Improvement Program "Feel Good" neighborhood construction improvements.
- > Hurricane "Mitch" Relief Efforts Guanaja and Tegucigalpa Honduras restored water supply service to two island fishing villages on the Honduran Bay Islands and 400,000 population on the mainland 1998

Assistant Utilities Director

April 1989 to June 1996

Executive level management of day-to-day operation of a combined municipal water and sewer authority / public works operation, serving a population of over 280,000. Promoted to Acting City Engineer in October 1995.

Responsibilities:

- Management and supervision of a staff of 278 full-time employees serving the public 24-hours per day.
- Annual budgetary responsibility in excess of \$34 million.
- Direct the Operation and Maintenance of regional water treatment facilities (90 MGD capacity), regional wastewater treatment facilities (43 MGD capacity), over 750 miles of water distribution lines, 337 miles of sanitary sewer mains, 139 pump stations, 126 miles of storm drainage lines, 84 miles of navigable waterways, 497 miles of public roads, 109 public buildings.
- Responsible for solid waste operations for 40,000 residential accounts including curbside cart collection service, bulk trash collection service and operation of a residential trash transfer station.

Notable Accomplishments

- Privatization of utility meter reading services annual cost savings of \$250,000 per year.
- > Reduced Sanitation operating budget by \$1.4 Million annually.
- > Implemented Operation "Night Moves" 24-hour public customer service operation for all City departments.
- Managed the orderly shutdown of a \$24 million failed technology sludge composting plant. Negotiated grant settlement issues with the United States Environmental Protection Agency that ultimately resulted in forgiving payback requirements for \$18 million in federal grants.

> Managed "right-sizing" efforts that reorganized utility operations, making them more efficient. Reduced staffing levels by 15% without a reduction in service. Brought operating costs in line and competitive with private sector utility operations.

Coordinated United States Environmental Protection Agency Innovative Technology Grants for sludge composting operations.

Assistant Public Works Director

July 1985 to April 1989

Executive level management responsible for day-to-day operations, management and long-term planning for Public Works Department. Promoted to Assistant Utilities Director in April 1989.

Responsibilities:

- Management and supervision of a staff of 128 full-time employees.
- Annual budgetary responsibility of over \$12 million.
- Responsible for planning, budgeting, directing and controlling of department and its functions, including maintenance of over 490 miles of roadways, 84 miles of waterways, 51 fixed and drawspan bridges, 108 buildings, and a fleet of over 700 vehicles.
- Managed operations of Fort Lauderdale Executive Airport (FXE), a regional general aviation airport.
- Managed three municipal cemetery operations.

Notable Accomplishments

- > Designed and developed Fleet Vehicle Replacement Plan programmed \$1.9 Million annual expenditures.
- > Developed and Designed Computerized Maintenance Management System for facility maintenance.

Assistant Process Control Engineer

September 1981 to July 1985

Project Management of various functions of the City of Fort Lauderdale's Utilities Department. Promoted to Assistant Public Works Director in July 1985.

Responsibilities:

- Performed specification, selection and implementation of treatment plant instrumentation, computer hardware and software required to automate City's water, wastewater treatment, distribution and collection facilities.
- Project Manager for \$3.78 million process control and instrumentation upgrade of 38-MGD regional wastewater treatment plant.
- Performed treatment plant operational efficiency studies.
- Prepared and managed process control activity budget and provided technical assistance in the preparation of annual treatment plant operating budgets.
- Supervised staff of maintenance personnel for both in-plant systems and citywide supervisory control and data acquisition systems.
- Prepared bid specifications for large equipment purchases.
- Performed other engineering and managerial functions associated with plant operations.

Notable Accomplishments

- Automated three (3) Utility Treatment Plants
- > Installed, implemented and maintained City's first SCADA computerized monitoring and control system for water and sewer operations.

Civil Engineer

August 1979 to September 1981

Professional level engineering position responsible for the design and construction of municipal engineering projects and technical advisor to the City Manager's Office on matters of an engineering or technical nature. Promoted to Process Control Engineer in September 1981.

Responsibilities:

- Directed and designed construction of production water wells, wastewater pump stations, water and wastewater treatment facilities, gravity collection systems, force mains, storm water collection systems, drain fields and roadway construction and paving.
- Conducted feasibility studies.

- Responsible for database administration for in-house computer system.
- Supervised draftsmen and survey crews.

Notable Accomplishments

- > Developed design criteria for "in-situ" underground utility pipe repair.
- Developed Citywide Energy Conservation Policy.
- Served as "loaned executive" to the Federal Energy Administration Washington, D.C.
- Instrumental in obtaining Federal Energy Conservation Grants for the City.
- Coordinated Energy Conservation Program with General Motors Corporation.

Washington Suburban Sanitary Commission

Plant Engineer

September 1977 to August 1979

Professional level engineering management position responsible for directing the operation, maintenance and construction of three Maryland State class "A" advanced wastewater treatment plants, including two tertiary plants with solid handling facilities and one tertiary spray irrigation plant. Relocated to Florida in August 1979.

Responsibilities:

- Supervision of construction and facility final acceptance.
- Responsible for all engineering and administrative aspects of plant startup and operations.
- Prepared annual budgets.
- Supervised plant operations staff, maintenance personnel and laboratory personnel at each plant.
- Administered database for entire wastewater section computer management information system.

Notable Accomplishments

- Managed construction and startup of two (2) tertiary wastewater treatment plants and one spray irrigation treatment plant in suburban Washington, D.C.
- > Implemented "Operational Data Management Information System" computerized treatment plant permit reporting system for all twelve (12) WSSC wastewater treatment plants

Operations Engineer

March 1977 to September 1977

Professional level engineering position responsible for control of water distribution and wastewater collection systems, flood control stations and reservoir management. Promoted to Plant Engineer in September 1977.

Responsibilities:

- Reviewed plans and specifications for new construction.
- Reviewed plant operating data for compliance with regulatory requirements.
- Performed field testing of new operational techniques and provided recommendations based on findings.
- Provided computer support for divisional management information system.
- Supervised control center and dispatch operators.

Notable Accomplishments

- > Established criteria for lime-stabilization of waste activated sludge and researched options for composting lime stabilized organic sludge as a final disposal option.
- > Assisted in managing regional emergency that caused potable water outage to a population of over 3 million customers as a result of a transformer explosion at a Potomac Electric Power Company (PEPCO) transformer station at the Potomac 200 MGD water treatment plant.

EDUCATION/LICENSING

- University of Maryland. Bachelor of Science Degree in Civil Engineering received in 1976.
- Licensed Professional Engineer in the State of Florida 1982 (PE # 31918)

ADDITIONAL TRAINING

- Management Diversity Training
- Professional Engineering Laws and Rules of Conduct
- Florida Building Code Specialty Inspection Training
- Public Construction, Contracting and Claims, National Construction Law Center, Alexandria, VA
- Facilitator Training Quality Improvement Program, Florida Power & Light, Jupiter, FL
- Emergency Management in Public Works, American Public Works Association, Washington, D.C.
- Team Leader training Quality Improvement Program, Florida Power & Light, Ft. Lauderdale, FL
- Public Works Management, American Public Works Association, Washington, D.C.
- Management Development IV, Arthur Young & Associates, Inc., Tampa, FL
- Structured Programming (PASCAL) Computer Architecture, Assembly Language Programming,
 Planning a Data Acquisition and Computer Control System, Union College, NY
- Prickett/Lonnquist Aquifer Computer Simulation Modeling, Holcomb Research Institute
- Chlorination Systems Service School, Capital Controls Corporation, Colmar, P.
- Management Supervisory Skills Development, Prince George's Community College
- Licensed SCUBA Divermaster Professional Association of Dive Instructors, Santa Ana, CA
- Licensed U.S. Coast Guard Captain (OUPV 100 Tons)

Professional Affiliations - Current

- American Water Works Association
- Water Environment Federation
- Florida Engineering Society Broward County Government Engineer of the Year (2004)

Professional Affiliations - Past

- Chairman Southeast Florida Utility Council (2008-2009)
 American Society of Civil Engineers
- American Public Works Association Past South Florida Chapter President
- Florida Engineering Society
- American Water Works Association

Professional References

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